

*"To unite the greater community by embracing cultures, families and individuals through assistance and support"*

WENATCHEE VALLEY COMMUNITY DEVELOPMENT ASSOCIATION

BOARD MEETING AGENDA

May 26, 2010 12:00-1:00pm

Wenatchee Community Center Social Hall 504 South Chelan Avenue

CALL TO ORDER

ROLL CALL

Jerry Paine, Humberto Bedolla, Carolyn Case, Criselia Grupp, Jessica Johnson, Julie Kagele, Mary Jane Gurnard, Nick Jimenez, Ruth Esparza, Betty Smith

CONSENT AGENDA:

1. Minutes from April 28, 2010 meeting.

REGULAR AGENDA:

2. Treasurer's Report
3. Rental Assistance Requests
4. Rate Study and Fee Review
5. Food Bank Lease Renewal
6. Wenatchee Valley College Lease Renewal
7. Six Year Strategic Plan Draft

NEXT MEETING: Wednesday June 23, 2010

*Any person requiring a disability accommodation should contact the City at least 24 hours in advance for more information*



# MEMO

To: Wenatchee Valley Community Development Association Board  
From: Dave Erickson, Parks and Recreation Director  
Re: Treasurer's Report  
Date: May 17, 2010

The Treasurer will provide a report on the Financial Status of the Board at the meeting.

Action Requested:

Move to approve the Treasurer's Report.



# MEMO

To: Wenatchee Valley Community Development Association Board  
From: Dave Erickson, Parks and Recreation Director  
Re: Rental Assistance Requests  
Date: May 17, 2010

Any rental assistance requests received by the Center will be presented by Community Center Supervisor David Gerlach at the meeting for Board consideration.

Action Requested:

Review any rental requests received and take appropriate action.



# MEMO

To: Wenatchee Valley Community Development Association Board  
 From: Dave Erickson, Parks and Recreation Director  
 Re: Rate Study and Fee Review  
 Date: May 17, 2010

One of the first steps in preparing the annual budget is to review the fees and charges of the Center and update them as needed. The following are the current fees as adopted by the City Council. These fees do not include a per foot price for leased space as those are handled on a case by case basis.

<i>Community Center Fees</i>	<b>Resident</b>	<b>Non Resident</b>
<b>Social Hall</b>		
Weekday Rate - 3 Hour Minimum	\$43/hour	\$47/hour
Weekend Rate - 3 Hour Minimum	\$79/hour	\$87/hour
Weekday Rate – All Day	\$473/day	\$520/day
Weekend Rate – All Day	\$578/day	\$636/day
<b>Basement Meeting Room</b>		
Weekday Rate - 2 Hour Minimum	\$26/hour	\$29/hour
Weekend Rate - 2 Hour Minimum	\$26/hour	\$29/hour
All Day	\$183/day	\$201/day
<b>Veteran's Hall</b>		
Weekday Rate - 3 Hour Minimum	\$37/hour	\$41/hour
Weekend Rate - 3 Hour Minimum	\$53/hour	\$58/hour
All Day	\$368/day	\$405/day
<b>Outside Courtyard*</b>		
Weekday Rate	\$37/hour	\$40/hour
Weekend Rate	\$53/hour	\$58/hour
All Day	\$429/day	\$472/day
* If renting other facilities, courtyard rental is a flat rate of:	\$53	\$58
<b>Kitchen Facilities**</b>		
If renting other facilities, kitchen rental is a flat rate of:	\$53	\$58
All Day	\$105/day	

\*\* Groups of 30 or less, no charge except for Damage and Cleaning deposit.

After Hours Fee:

\$20/hour

\$20/hour

Staff completed a revision to the fee structure in an effort to capture actual facility operations costs. In this rate structure, there are four basic rental categories based upon the type and time of use. In general terms of rates, the Category III is similar to what is charged now. There are additional charges built in for non-regular business hours to account for overtime use. The three hour required rental block during regular business hours is eliminated. The Category II rate has a 50% discount built in. This structure is somewhat similar to the Wenatchee School District. The resident/non-resident fees would still be in effect. The following pages summarize the proposed rental categories, calculation formulas and spreadsheet with rates by category.

The draft fee structure was presented at the April Board meeting. No comments have been received to date concerning the proposed new structure.

## Wenatchee Community Center Rental Categories

The Community Center fee schedule is based upon the category type and nature of the requesting group. The Community Center is not available for use on City recognized holidays. Resident and Non-Resident rates apply. Regular hours are defined as Monday through Friday from 8:00am to 5:00pm.

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### CATEGORY I

8:00 a.m. – 5:00 p.m.

Monday – Friday

Category I is defined as any City General Fund Department sponsored activity whereby the City plans, conducts, and controls or offers the activity participation. Examples of this type of use include:

- Recreational programs
- Meetings

### CATEGORY II

8:00 a.m. – 5:00 p.m.

Monday – Friday

Category II includes civic, youth and human service oriented programs or activities. This includes user groups that provide direct benefits to the community and City Non-General Fund supported Department activities. This would include but not be limited to:

- City non-general fund government sponsored events.
- Registered non-profit organizations conducting fund raising activities for charitable purposes (e.g., Together for a Drug Free Youth, Rotary Club, American Red Cross, United Way, etc.).
- Chartered youth groups (e.g. Boy Scouts, Girl Scouts, Camp Fire Girls, 4H, etc.).

- Entities with which the City has entered into a Joint Use Agreement (Chelan Douglas Land Trust).

CATEGORY III                                      8:00 a.m. – 5:00 p.m.                                      Monday – Friday

Category III is defined as any individual, community group use, organization not commercial, political, religious in nature, or “for profit” enterprises. This would include, but not be limited to:

- Governmental agencies.
- Non-profit organizations, civic and service groups who do not provide direct support or service to children.
- Individuals renting the Center for anniversary or birthday parties, neighborhood or other meetings, dances, weddings, receptions, baptisms, or other similar events generally not open to the general public.

CATEGORY IV                                      8:00 a.m. – 5:00 p.m.                                      Monday – Friday and all other times

Category IV includes any profit-making activities, fee based events, commercial enterprises, political and religious activities, rentals requiring the completion of a Special Event Permit, dances and concerts, events with alcohol, and all groups using outside 8:00 a.m. – 5:00 p.m. hours Monday through Friday. Uses on weekends or not contiguous with regular hours require a three hour minimum rental.

Wenatchee Community Center Fee Schedule								
FACILITY	CATEGORY I RESIDENT	CATEGORY I NON-RESIDENT	CATEGORY II RESIDENT	CATEGORY II NON-RESIDENT	CATEGORY III RESIDENT	CATEGORY III NON-RESIDENT	CATEGORY IV RESIDENT	CATEGORY IV NON-RESIDENT
Social Hall	\$0/hour	\$0/hour	\$25.00/hour	\$27.00/hour	\$50.00/hour	\$55.00/hour	\$97.00/hour	\$107.00/hour
Social Hall Kitchen	\$0/hour	\$0/hour	\$26.00/hour	\$29.00/hour	\$53.00/hour	\$58.00/hour	\$53.00/hour	\$58.00/hour
Veteran's Hall	\$0/hour	\$0/hour	\$10.00/hour	\$11.00/hour	\$19.00/hour	\$21.00/hour	\$66.00/hour	\$68.00/hour
Veteran's Hall Kitchen	\$0/hour	\$0/hour	\$26.00/hour	\$29.00/hour	\$53.00/hour	\$58.00/hour	\$53.00/hour	\$58.00/hour
Basement Meeting Room	\$0/hour	\$0/hour	\$9.00/hour	\$10.00/hour	\$18.00/hour	\$20.00/hour	\$65.00/hour	\$67.00/hour
Afterschool Program Area	\$0/hour	\$0/hour	\$5.00/hour	\$6.00/hour	\$10.00/hour	\$12.00/hour	\$57.00/hour	\$49.00/hour
Main Floor Classroom	\$0/hour	\$0/hour	\$4.00/hour	\$5.00/hour	\$8.00/hour	\$10.00/hour	\$55.00/hour	\$56.00/hour
DEPOSIT								
Dances, Quinceneras, Weddings and similar events and all events serving alcohol					\$500			
Meetings, and events with fewer than 30 people					\$50			
Governmental agencies					\$0			
Category IV - Minimum of 3 hour blocks unless contiguous with regular hours. Regular hours are Monday through Friday 8am to 5pm.								

Action Requested:

Move to recommend approval of the fees and forward to the City Council for consideration.



# MEMO

To: Wenatchee Valley Community Development Association Board  
From: Dave Erickson, Parks and Recreation Director  
Re: Food Bank Lease Extension  
Date: April 8, 2010

The Wenatchee Food Bank has been a lessee of the Community Center since 2006. Below is a proposed ten month lease extension to tie into the CDAC funding cycle. The draft has been reviewed by Chelan Douglas Community Action and is being reviewed by the City Attorney. It is hoped that the lease would be ready for City Council action no later than June 24. The changes in the draft below include: changing the grantees from the food bank volunteers to that of the Chelan Douglas Community Action, and changing the dates throughout and adjusting the fees. The rest of the agreement would remain as is.

## **LICENSE AGREEMENT**

Reference numbers of related documents:

Grantor:

1. City of Wenatchee, a municipal corporation

Grantee:

1. Chelan Douglas Community Action, for the benefit of the Wenatchee Food Bank

Legal Description:

1. Portion of Lots 17-20, Replat of First Addition to Wenatchee.
2. Additional legal description on page 2 of document.

Assessor's Property Tax Parcel Account Number(s):

AGREEMENT MADE, effective as of September 1, 2010, by and between the City of Wenatchee, a Washington municipal corporation, hereinafter referred to as "City", and Chelan Douglas Community Action, for the benefit of the Wenatchee Food Bank, hereinafter referred to as "Licensee."

In consideration of the mutual promises contained in this agreement, the parties agree as follows;

## **RECITALS:**

1. City owns a facility known as the Wenatchee Community Center located at 504 South Chelan Avenue, Wenatchee, Washington.
2. Licensee operates a food bank for low income persons.
3. Licensee desires to use the Wenatchee Community Center as a location to distribute food and City is willing to allow such use under the terms and conditions set forth in this License Agreement.

## **AGREEMENT:**

1. Description of City's Property:

Parcel "A"

Lots 18, 19, and 20, Replat of First Addition to Wenatchee, Chelan County, Washington, according to the plat thereof recorded in Volume 1 of Plats, page 41, records of said county, EXCEPT the easterly 25 feet thereof conveyed to the City of Wenatchee for street purposes.

TOGETHER WITH the East half of Lot 17 and the East 10 feet of the West half of Lot 17, Replat of First Addition to Wenatchee, Chelan County, Washington according to the plat thereof recorded in Volume 1 of Plats, Page 41, records of said county, EXCEPT the easterly 25 feet thereof conveyed to the City of Wenatchee for street purpose.

PARCEL "B"

The westerly 162 ½ feet of Lot 3, and the westerly 162 ½ feet of the southerly half of Lot 2, Block 58, Replat of First Addition to Wenatchee, Chelan County, Washington according to the plat thereof recorded in Volume 1 of Plats, page 41; EXCEPT the westerly 25 feet thereof; AND EXCEPT that portion conveyed to the City of Wenatchee by Deeds recorded under Auditor's Nos. 682289, 692953 and 692954.

2. Grant of License; Description of Premises:

City grants to Licensee a license to occupy and use, subject to all of the terms and conditions of this agreement, the following described property:

That portion of City's premises known as the Social Hall (former church) at the Wenatchee Community Center.

Licensee's use shall be limited to the hours of 7:30 a.m. to 12:00 p.m. each and every Thursday, except national holidays.



3. Limitation to Describe Purpose:

The above-described licensed premises may be occupied and used by Licensee solely for purposes of operating the Wenatchee Food Bank and for incidental purposes related to such uses during the term of this agreement. Licensee agrees to maintain the licensed premises in a clean, orderly and safe condition at all times. Licensee agrees to make no illegal or improper use of the licensed premises. Licensee agrees to not store or use any hazardous materials upon the licensed premises.

4. Payment:

Licensee shall pay to City the sum of \$310 per month for use of the licensed premises during the term of this agreement. Said payment shall be due and payable in advance on September 15, 2010, and the 15<sup>th</sup> day of each and every month thereafter. Payments shall be made to City of Wenatchee and delivered to 129 South Chelan, Wenatchee, WA 98801. In addition to the monthly license fee, Licensee shall pay City any tax, leasehold or otherwise, upon the license fee payable under this agreement or any tax or fee in any form payable to City because of or measured by receipts or income of City derived from this agreement. City shall advise Licensee of the amount of any tax to be paid and Licensee shall include it within its monthly payment. In the event any payment due hereunder is not paid within fifteen days after it becomes due, a late fee of ten percent (10%) of the monthly payment shall be charged.

The fees will be adjusted by the same percent of increase/decrease as the CPI Pacific Cities and U.S. City Average, West – B/C (Dec. 1996=100), as published by the U.S. Department of Labor, Bureau of Labor and Statistics, for the period December 31 to December 31 of the immediately preceding year on an annual basis. In no event shall the annual increase be greater than five percent (5.0%). The adjusted fees will be provided to the Licensee by January 31.

5. Term:

The term of this agreement shall commence September 1, 2010 and terminate July 31, 2011.

6. Indemnification of City:

Licensee agrees that City shall not be liable for any claims for death of or injury to person or damages to or destruction of property sustained by Licensee, its sublessees, licensees, invitees, or by any other person in the premises, including without limiting the generality of the foregoing, any claims caused by or arising from the condition or maintenance of any part of the premises unless such damage is caused by the sole negligence of City. Licensee hereby waives all claims therefor and agrees to indemnify and save City harmless against any such claim, loss, damage or liability or any expense incurred by City in connection therewith.

7. Liability Insurance:

Licensee shall, at Licensee's expense, maintain public liability and property damage insurance insuring against any and all claims for injury to or death of persons and loss of or damage to property occurring upon, in or about the premises. Such insurance shall have liability limits of not less than Five Hundred Thousand Dollars (\$500,000) in respect of injury or death to any one person, not less than Five Hundred Thousand Dollars (\$500,000) in respect of any one occurrence or accident, and not less than One Hundred Thousand Dollars (\$100,000) for property damage with a maximum deductible amount of Ten Thousand Dollars (\$10,000).

All such insurance shall be issued by carriers acceptable to City and shall contain a provision whereby the carrier agrees not to cancel or modify the insurance without twenty (20) days prior written notice to City.

On or before taking possession of the premises pursuant to the Lease, Licensee shall furnish City with a certificate evidencing the aforesaid insurance coverage, and renewal certificates shall be furnished to City at least thirty (30) days prior to the expiration date of each policy for which a certificate was theretofore furnished.

8. Assignment of Rights:

The rights of Licensee under this agreement are personal to Licensee, and may not be assigned or sublet by Licensee.

9. Alterations:

Licensee shall make no changes, improvements, or alterations to the premises without the prior consent of City.

10. Signs:

Licensee shall not erect or maintain any signs upon the premises without the prior written consent of City.

11. Facility Rules and Policies.

Licensee shall abide by all facility rules and policies as promulgated by City.

12. Modification of Agreement:

This agreement constitutes the entire agreement between the parties and any prior understanding or representation of any kind preceding the date of this agreement shall not be binding on either party except to the extent incorporated in this agreement. Any

modification of this agreement or additional obligation assumed by either party in connection with this agreement shall be binding only if evidenced in writing signed by each party or an authorized representative of each party.

DATED this 10th day of June, 2010.

CITY:

CITY OF WENATCHEE

By \_\_\_\_\_  
DENNIS JOHNSON, Mayor

LICENSEE:

\_\_\_\_\_  
ROBERT J SOULE, Chelan Douglas Community Action ,

\_\_\_\_\_  
(signature)

\_\_\_\_\_  
(printed or typed name)

NOTARY PUBLIC, State of Washington

My Commission Expires \_\_\_\_\_

Recommended Action:

Move to approve the License Agreement Extension with Chelan Douglas Community Action for the benefit of the Wenatchee Food Bank and forward to the City Council for consideration.



# MEMO

To: Wenatchee Valley Community Development Association Board  
From: Dave Erickson, Parks and Recreation Director  
Re: Wenatchee Valley College Lease Extension  
Date: May 17, 2010

After much discussion, Wenatchee Valley College is interested in renewing their lease of the Center through June 2011. One change in the lease will be to move the entire college's operations to the second floor of the Center. This will allow the first floor to also be leased out. Staff has met with the college and they are willing to accommodate and readying for this move. Staff has also met with interested tenants for the first floor. Staff has provided the draft to Wenatchee Valley College and is hopeful to have an updated draft lease available for review at the meeting.

## Recommended Action:

Recommend approval when satisfied with the content and forward to the City Council for approval.



# MEMO

To: Wenatchee Valley Community Development Association Board  
From: Dave Erickson, Parks and Recreation Director  
Re: 2010-2016 Community Center Strategic Plan  
Date: May 17, 2010

At the March and April meetings, the Board continued the process of reviewing the draft and “filling in the blanks” in the goals, objectives and strategic actions sections. These sections provide the measureable outcomes, tasks and timelines to be able to monitor progress toward success in achieving the goals. Board members were asked to continue this process and bring measurable strategic actions meeting. The strategic actions when complete will be incorporated into annual work plans. The following is the updated portion of the plan to date:

The following pages contain the goal statements, objectives and corresponding strategic actions and targets.

PRG 1.0 Promote and support a safe environment for social, recreational and educational participation.

PRO 1.1 Operate the Community Center in a clean and safe manner.

- SA 1.1.1 Remove snow and ice from walkways prior to daily business operations.
- SA 1.1.2 Remove graffiti a maximum of 24 hours following discovery.
- SA 1.1.3 Develop a form and complete a monthly inspection of the center to identify any potential hazards and areas in need of repair or maintenance and complete any action required.
- SA 1.1.4 Proactively budget, schedule work and address wear issues such as facility painting, HVAC and elevator service, floor waxing and carpet cleaning.
- SA 1.1.5 Perform regular custodial cleaning duties such as emptying waste receptacles, sweeping and mopping floors, washing windows and doors

and cleaning restroom areas to maintain a clean, trash and odor free environment that is pleasing to the eye.

SA 1.1.6 Ensure the facility remains ADA accessible.

SA 1.1.7 Test emergency systems a minimum of twice per year.

PRO 1.2 Minimize liability to the City from user groups and program activities.

SA 1.2.1 Ensure that each user group or program completes facility reservation forms prior to each use and read and sign the facility use rules and hold harmless section.

SA 1.2.2 Ensure that insurance certificates for use groups are in place prior to events occurring.

SA 1.2.3 Ensure that program participants are aware of the risks of participating in events and activities.

SA 1.2.4 Ensure that rental groups using the facility for certain events provide security and police officers at levels determined by the Police Department and community center staff are present during activities.

SA 1.2.5 Notify Police of large events occurring at the Center a minimum of two weeks prior to the event.

PRO 1.3 Encourage facility use by outside organizations and actively coordinate recreational programs for the community.

SA 1.3.1 Develop and implement a communications plan to effectively market programs, the facility and services and increase awareness of the benefits to individuals.

SA 1.3.2 Develop a system and monitor participation rates for program activities by number of participants, area of residence and income levels.

SA 1.3.3 Review facility and programs fees on an annual basis to determine appropriateness, maintaining fees as low as possible to allow for participation yet recover costs.

SA 1.3.4 Establish a cost recovery target and scale for programs and facility use.

SA 1.3.5 Develop a system and evaluate customer satisfaction on a program by program basis with a target satisfaction rate of 75% or higher.

- SA 1.3.6 Establish a target amount and secure new revenues to provide staff and the ability to offer programs.
- SA 1.3.7 Conduct a community survey every six years to determine satisfaction levels, awareness and program needs.
- SA 1.3.8 Provide programs that respond to community needs as funding allows. Programs should focus on programs for youth, teens, elderly, families, special needs and intergenerational.
- PRO 1.4 Encourage facility use by outside organizations and actively coordinate educational programs for the community.
  - SA 1.4.1 Develop and implement a communications plan to increase awareness and effectively market programs, benefits of participation, the facility and services.
  - SA 1.4.2 Develop a system and monitor participation rates for program activities by number of participants, area of residence and income levels.
  - SA 1.4.3 Review facility and programs fees on an annual basis to determine appropriateness, maintaining fees as low as possible to allow for participation yet recover costs.
  - SA 1.4.4 Establish a cost recovery target and scale for programs and facility use.
  - SA 1.4.5 Develop a system and evaluate customer satisfaction on a program by program basis with a target satisfaction rate of 75% or higher.
  - SA 1.4.6 Establish a target amount and secure new revenues to provide staff and the ability to offer programs.
  - SA 1.4.7 Conduct a community survey every six years to determine satisfaction levels, awareness and program needs.
  - SA 1.4.8 Develop programs that respond to community needs as funding allows.
  - SA 1.4.9 Continue the long term leases of the Center by the Literacy Council, Wenatchee Valley College and Head Start.
  - SA 1.4.10 Programs should focus on afterschool mentoring and tutoring, ESL, immigration, parenting, art, music, cooking, youth training, family literacy, Spanish as a second language and distance learning opportunities.

PRO 1.5        Encourage facility use by outside organizations and actively coordinate social programs for the community.

- SA 1.5.1        Develop and implement a communications plan to effectively market programs, benefits to individuals, increase awareness of the facility, programs and services.
- SA 1.5.2        Develop a system and monitor participation rates for program activities by number of participants, area of residence and income levels.
- SA 1.5.3        Review facility and programs fees on an annual basis to determine appropriateness, maintaining fees as low as possible to allow for participation yet recover costs.
- SA 1.5.4        Establish a cost recovery target and scale for programs and facility use.
- SA 1.5.5        Develop a system and evaluate customer satisfaction on a program by program basis with a target satisfaction rate of 75% or higher.
- SA 1.5.6        Establish a target amount and secure new revenues to provide staff and the ability to offer programs.
- SA 1.5.7        Conduct a community survey every six years to determine satisfaction levels, awareness and program needs.
- SA 1.5.8        Develop programs that respond to community needs as funding allows.
- SA 1.5.9        Complete the development of the Community Garden and provide gardening instruction programs.
- SA 1.5.10       Additional program focus areas include: Pregnancy prevention, parenting, outreach for WIC, low income services, AA and other recovery groups, safety and cultural events and festivities.

PRG 2.0        Advocate for personal economic development.

PRO 2.1        Encourage facility use by outside organizations and actively coordinate programs that provide opportunities for enhancing a person's economic state.

- SA 2.5.1        Develop and implement a communications plan to effectively market programs, benefits to individuals, increase awareness of the facility, programs and services.
- SA 2.1.2        Develop a system and monitor participation rates for program activities by number of participants, area of residence and income levels.



- SA 2.1.3 Review facility and programs fees on an annual basis to determine appropriateness, maintaining fees as low as possible to allow for participation yet recover costs.
- SA 2.1.4 Establish a cost recovery target and scale for programs and facility use.
- SA 2.1.5 Develop a system and evaluate customer satisfaction on a program by program basis with a target satisfaction rate of 75% or higher.
- SA 2.1.6 Establish a target amount and secure new revenues to provide staff and the ability to offer programs.
- SA 2.1.7 Conduct a community survey every six years to determine satisfaction levels, awareness and program needs.
- SA 2.1.8 Develop programs that respond to community needs as funding allows.
- SA 2.1.9 Programs should focus on the following areas: Spanish and English classes, job mentoring, entrepreneurial training, community development corporation to buy and develop housing, low interest loan program information, job skills, money smart classes, services for the homeless, computer classes, resume writing, commercial kitchen training, citizenship classes and job fairs.

PRG 3.0 Provide access to social service agencies, the faith community and intergenerational activities.

- PRO 3.1 Provide space on a lease or rental basis for social service agencies and the faith community.
  - SA 3.1.1 Redevelop first floor space to maximize shared use by service and faith organizations.
  - SA 3.1.2 Contact service and faith organizations to determine interest in utilizing the center.
  - SA 3.1.3 Provide space at a low cost to organizations to allow use but recover costs.
  - SA 3.1.4 Provide space for informational brochures and referral information.
  - SA 3.1.5 Provide staff or volunteers to provide a referral function for service or faith organizations.

PRO 3.2            Encourage use of the facility by organizations that provide intergenerational activities.

SA 3.2.1           Establish a fee structure that increases the ability for access during non-school hours.

SA 3.2.2           Coordinate programs and volunteer opportunities that bring generations together.

SA 3.2.3           Contact agencies that provide intergenerational activities about the availability of the Center.

SA 3.2.4           Scheduled complimentary activities at the Center that provide the opportunity for intergenerational contact.

PRG 4.0           Unite people by encouraging a spirit of well-being and harmony.

PRO 4.1           Provide programs and facility space that gather and unite people and provide an opportunity for positive social interactions.

SA 4.1.1           Complete the development of the Community Garden.

SA 4.1.2           Conduct a minimum of one community special event at the center per quarter to unite people.

SA 4.1.3           Establish a rate structure that encourages use while recovering costs.

SA 4.1.4           Coordinate programs that encourage interracial interaction to increase understanding and tolerance.

PRG 5.0           Create a dynamic, professional organization committed to an ongoing process of innovation.

PRO 5.1           Provide training opportunities and support to the Board, volunteers and staff.

SA 5.1.1           Invite a guest speaker to provide at a minimum one leadership training opportunity each year at a Board meeting.

SA 5.1.2           Provide ongoing paid staff support to the Board to assist in accomplishing the goals of the strategic plan.

SA 5.1.3           Provide outside professional development and training opportunities to Board members, volunteers and staff as funding allows.

SA 5.1.4           Provide first aid, Bloodborne Pathogen and CPR training for staff.

PRO 5.2            Expand and develop new partnerships in the community.

SA 5.2.1           Invite service organizations and other community groups to attend the Board meeting or annual open house.

SA 5.2.2           Promote the services provided and partnership opportunities at the Community Center to outside organizations through direct contact and distribution of informational brochures and the web site.

SA 5.2.3           Develop and conduct programs that are mutually beneficial to the Community Center, the general public and partner agency.

PRO 5.3           Research and follow innovative trends in facility use and programming.

SA 5.3.1           Conduct surveys every three years of other community centers to evaluate trends.

SA 5.3.2           Conduct community needs surveys on a regular basis to evaluate if community desires are being met.

SA 5.3.3           Contact community organizations a minimum of every three years to determine if there are unmet needs in the community.

PRO 5.34          Develop performance measures for all program elements

SA 5.4.1           Develop and implement performance measures and targets that is meaningful to staff, the Board and the community by identifying areas where data collection is needed and develop protocols for measuring performance.

SA 5.4.2           Collect and retain facility use and program data to ensure that HUD Grant requirements are being met.

SA 5.4.3           Educate staff on the Performance Appraisal process, job description and expectations and conduct an annual evaluation.

PRG 6.0           Maintain the financial viability of the Community Center now and into the future.

PRO 6.1           Increase cost recovery while striving to provide for those who cannot afford services.

SA 6.1.1           Seek grant funding to expand the program scholarship and facility use subsidy program.

- SA 6.1.2      Develop and implement a fee structure that is designed to recover actual costs of providing services and facilities while providing cost accessibility to user groups.
- SA 6.1.3      Secure a minimum of three long term building tenants to provide financial stability and lessen the reliance on one-time rental activity.
- PRO 6.2      Improve the ability to expand services to meet the needs of the community by securing funding sources that will allow for increased staffing and the provision of programs.
- PRO 6.3      Identify and secure new, permanent non-City funding sources for ongoing maintenance and operations and the implementation of capital improvements to the Center.
- SA 6.3.1      Establish a capital improvement reserve fund.
- SA 6.3.2      Conduct an annual fundraiser event to support specific Center projects.
- PRO 6.4      Maximize existing facilities by efficiently scheduling space.
- SA 6.4.1      Develop targets for facility occupancy on a room by room basis.
- SA 6.4.2      Examine first floor office space for redevelopment into shared leased spaces for service providers.
- SA 6.4.3      Maintain a unified scheduling calendar for facility use.
- SA 6.4.4      Develop a written scheduling standard operating procedure and train all involved in its' implementation.
- PRO 6.5      Prepare a short and long term business plan with maintenance and operations element for the Community Center.
- SA 6.5.1      Complete an update of the strategic plan every six years, involving the community, Board and staff.
- PRG 7.0      Increase awareness, participation and satisfaction of the Community Center and its services by City and Non City Residents.
- PRO 7.1      Determine target markets and promote the Center and its services.
- SA 7.1.1      Develop and implement a communications plan to effectively market programs and services.

- PRO 7.2      Improve the ability to collect information on customer satisfaction.
- SA 7.2.1      Develop and distribute program and facility evaluation forms through direct distribution at the conclusion of programs and rentals at the center and programs, on the web and direct mail.
  - SA 7.2.2      Conduct customer satisfactions surveys every three years.
  - SA 7.2.3      Conduct neighborhood and community meetings and open houses on an annual basis.
  - SA 7.2.4      Make information collecting tools bilingual and easy to use.
- PRO 7.3      Increase program participation.
- SA 7.3.1      Develop new and innovative programs.
  - SA 7.3.2      Improve the quality of existing programs.
  - SA 7.3.3      Survey citizens to determine if desires and needs are being met.
  - SA 7.3.4      Increase use of local media, direct mailings, web based communications and distribution of print material to expand public awareness.
  - SA 7.3.5      Determine deficient program areas and provide programming to respond to those areas.
  - SA 7.3.6      Review fees to determine appropriateness.
  - SA 7.3.7      Establish participation rate targets by program type (recreation, education, economic etc), collect participation data and evaluate programs.
  - SA 7.3.8      Increase awareness of services through the acquisition and installation of an electronic reader board.

Action Requested:

Review and provide comment and input on strategic actions as time allows.